

28 SEP 1976

MEMORANDUM FOR: Director of Training

FROM : [REDACTED] STATINTL  
Course Administrator

VIA : Chief, Intelligence Institute

SUBJECT : End-of-Course Report--Administration  
Directorate Review: Trends and Highlights  
Number 58 (21-24 September 1976)

STATINTL 1. The four-day Administration Directorate Review:  
Trends and Highlights was held [REDACTED] STATINTL  
[REDACTED] 21-24 September 1976. This course was the fifth  
session in FY 1976, and the 58th running overall. The  
content included discussions of the major components of the  
Directorate of Administration (DDA), as well as sessions on  
Equal Employment Opportunity, the DDA's Management Advisory  
Group, and on the Freedom of Information and Privacy Acts.

*Transitional  
Quarter,  
(one)*

Class Composition

2. As indicated in the "End-of-Course Data"  
(Attachment 1), the group of 40 was very heterogeneous.  
Nonetheless, a lively esprit de corps quickly developed.  
Probing questions and constructive criticisms were offered  
in nearly all of the formal sessions, and debate was carried  
over into the social hours.

3. The student concern that surfaced most often was  
job dissatisfaction. Specifically, many of the participants  
confided that they had reached an impasse in their career  
progression and that all attempts to resolve the situation  
had been unsuccessful. However, several students commented  
that during the course they received good advice on career  
development. The chances are strong that three of the  
students will find more satisfying positions as a direct  
result of their participation in Trends and Highlights.

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Class Evaluations

4. The student's comments and written evaluations indicate that this running was highly successful. In response to how well the course objective was satisfied, the class gave an overall rating of 6.3 [based on scale of 1 (lowest) to 7 (highest)]. With regard to the specific subjects covered, nearly half of the class stated that given their present assignments, all segments of the program were useful.

Suggested Changes

5. While the persuasion of common sense is to not tamper with a praise-winning formula, a few minor changes might prove beneficial to future groups:

STATINTL

STATINTL  
a. The one-hour session on the Office of Medical Services ably conducted by [REDACTED] left many questions unanswered. Student interest was high and many participants wanted more time to explore, among other topics, the Psychological Services Staff. A speaker with the experience and rapport demonstrated [REDACTED] could easily use two hours. The OMS role overseas, job counseling, and alcoholism in the CIA would then be covered in greater depth. (Caution: some representatives of OMS who participate in OTR courses could not hold student interest for even one hour.)

b. The session on the Directorate of Administration Management Advisory Group (ADMAG) was boring; many students criticized the period, and seven stated that it was the course's least useful segment. In contrast to the Course Administrator's advice, one ADMAG representative gave a stiff and formal lecture and did not encourage student discussion. (A second ADMAG member sat in silence.) For future runnings, OTR should convince ADMAG to send two or three representatives who are willing to conduct a very informal exchange of ideas. Early in the course, the administrator should briefly explain what ADMAG is and ask students to pool their resources and draw up a list of problems to discuss during the forthcoming ADMAG session. Unless

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an informal session conducive to high student participation can be arranged, ADMAG should be omitted lest the Group lose support as occurred in this running.

Conclusion

6. The entire staff of the [REDACTED] STATINTL extended strong support throughout the course. Notably,

[REDACTED] STATINTL all contributed to achieving a successful and enjoyable four days.

[REDACTED]  
Course Administrator

Attachments:

- 1 - End-of-Course Data
- 2 - Class Roster
- 3 - Course Schedule
- 4 - Student Evaluations

UNCLASSIFIED

INTERNAL

CONFIDENTIAL

SECRET

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

End-of-Course Report--Administration Directorate Review: Trends and Highlights  
Number 58 (21-24 September 1976)

FROM:

Course Administrator

*On*

EXTENSION

2452

NO.

STATINTL

DATE

28 September 1976

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. C/IMB  
926 C of C

9/29

*RJ*

The DIA might well be concerned about the implications posed in paragraph 3 of this report.

STATINTL

2. C/II  
926 C of C

4 OCT 1976

*AM*

3. C/TSS  
826 C of C

6 OCT

*TK*

right be pleased to know that there is an OTR course in which students wanted more, rather than less, coverage from a member of his staff.

4. EX/O  
1026 C of C

7 OCT 1976

*MM*

The AD Management Advisory Group has bombed again. The result is consistent no matter how hard we try to accommodate O/DDA's concerns on this entity. I believe we agreed earlier that should the session again prove unsatisfactory, we would quietly drop it. This I think we ought to do. Concur?

5. DDTR  
1026 C of C

7 OCT 1976

*J*

6. DTR  
1026 C of C

8 OCT 1976

*J*

7. C/II  
926 C of C

19 OCT 1976

*J*

8. C/IMB  
926 C of C

10/20

*RJ*

9. Course Administrator

10.

11.

12.

13.

14.

15.

5-1  
re #3, I would agree and suggest [REDACTED] be advised.  
AM yes  
STATINTL

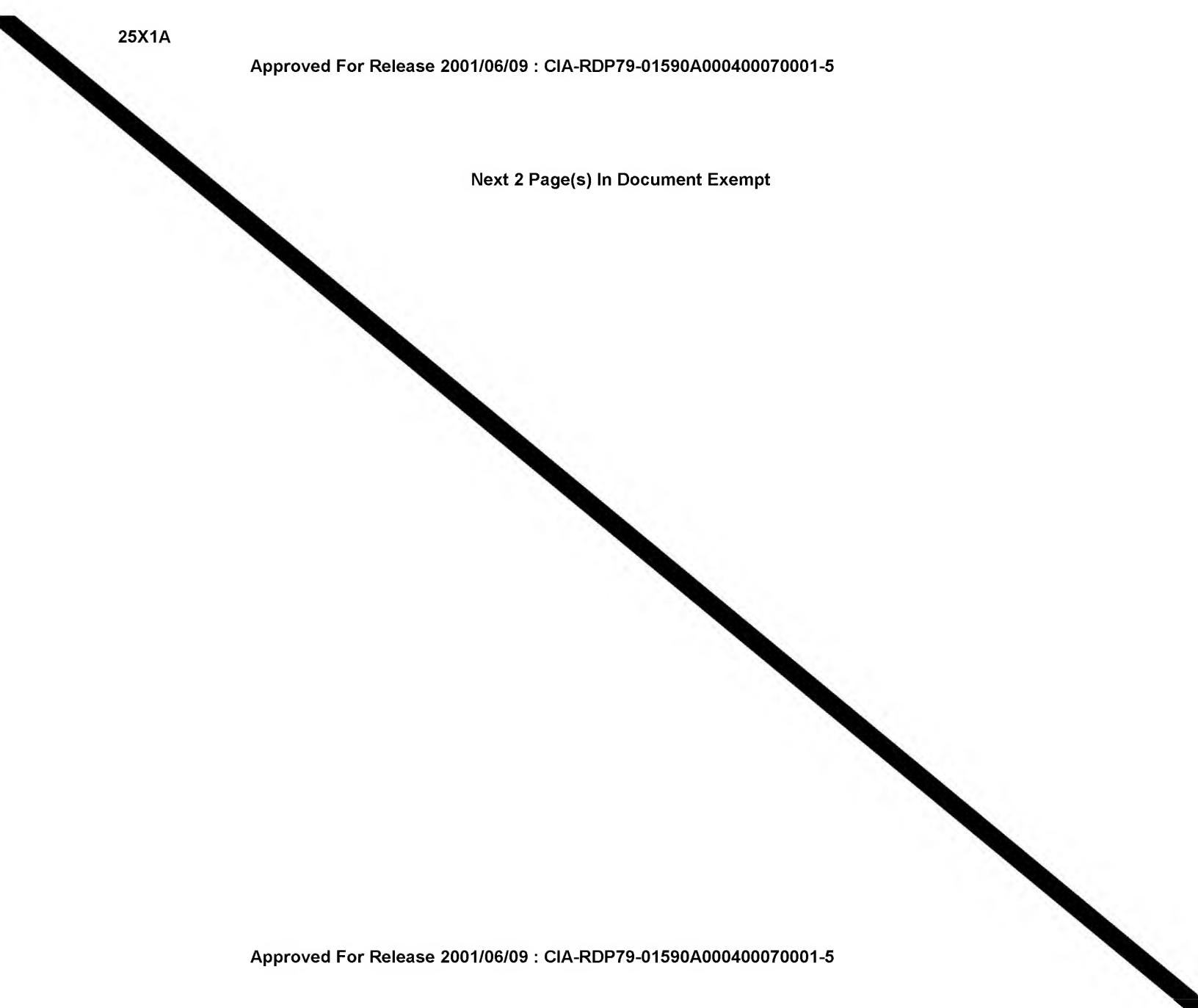
6-1

Agree we drop ADMAG. If you agree I would like to send a copy of this to the DDA.

*J*  
Copy sent to DDA, 22 Oct 76

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25X1A



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ADMINISTRATION DIRECTORATE REVIEW

TOPICS AND HIGHLIGHTS

Course Number 6-76

(Fifty-eighth Running)

21-24 September 1976

25X1A

25X1A

Seminar Room, Administration Building

25X1A

Course Administrator:

Training Assistant:

OFFICE OF TRAINING

Headquarters Office: Room 926 Chamber of Commerce Building  
Extension 2452

CONFIDENTIAL

Course Objective

The objective of this course is to update DDA Careerists' awareness and understanding of current activities, problems and trends in the Administration Directorate and its components.

Tuesday, 21 September

9:00-10:00 Check-in and Administrative Details

25X1A

10:00-10:20 Welcome

25X1A

The course begins with a welcome from the Director and  
Staff of [REDACTED] Our speaker  
will briefly outline the [REDACTED] missions and functions,  
[REDACTED]

25X1A

25X1A

10:30-11:00 Course Objectives

25X1A

Course Administrator

We will spend a few moments talking about the course  
objectives and what you can look forward to during the  
next four days.

11:00-12:00 Training for Tomorrow

25X1A

Deputy Director  
of Training

The Office of Training plays a key role in helping  
Agency personnel to maintain high performance standards.  
The training conducted by OTR will be reviewed with  
special emphasis on the classes that are most useful  
to DDA careerists. To this end, [REDACTED] encourages  
your personal questions about specific courses.

25X1A

12:00-1:00 Lunch

1:00-2:00 Reading: DDA Personnel Management Handbook (April 1975)

Please review the Directorate's personnel policies and  
Career Service in preparation for the session on  
personnel later this afternoon.

*George Bush Video Tape — "June '76 Talk to  
CIA Today and Tomorrow"*

*Mike Malone*

2:15-3:15

The Present and Future of Support

John F. Blake

Associate Deputy Director

for Administration

The Deputy Director for Administration will present an overview of the Directorate's basic structure and primary missions and functions. From his unique perspective, Mr. Blake will point out the current issues or problems that are affecting efforts to serve and support the Agency. We will speculate on how these developments might change DDA activities over the next decade.

25X1A

3:30-4:30

Human Resource Management

F.W.H. Janney

Director of Personnel

*Office of Personnel*

Personnel people serve your career needs from the time you enter on duty until your retirement. Mr. Janney will briefly survey his Office's responsibilities and discuss the major policy decisions that have changed personnel management in the past few years.

4:30-6:30

Social Hour and Dinner

25X1A

7:00-8:30

Equal Employment Opportunity

  
Deputy Directors of  
DIO/CIA

This evening we will discuss CIA's program for assuring equal employment opportunity, and the progress to date toward raising the level of minority employment. Of particular concern is the role of all Agency supervisors in eliminating barriers to equality of opportunity in all aspects of CIA employment. In addition, our panel will explain the complaint system for those who feel they have been discriminated against because of race, color, religion, sex, age, or national origin.

Wednesday, 22 September

8:30-9:30

Financial Operations

Thomas P. Yale  
Director  
Office of Finance

The job of administering finances is complex; and, given the increasing pressures on the Federal Government to account for every dollar and cent, accurate financial operations are critically important. Our speaker will discuss the new techniques, such as computer automation, used by Finance to accomplish this mission.

25X1A

9:45-10:45

Logistical Support

Deputy Director  
Office of Logistics

Our speaker will describe the variety of services provided by his office, including the motor pool, internal mail and courier systems, real estate procurement and maintenance, as well as printing and photographic support. He will briefly discuss Logistics' role overseas and describe the office's efforts to economize.

11:00-12:00

The Computerization of CIA

Clifford D. May, Jr.  
Director, Office of  
Data Processing

Mr. May will focus on the computer's far-reaching applications as an information processor, analytical tool, and management aid. He will then describe his office's role vis-a-vis CIA's computer systems and explain how to obtain data processing support.

12:00-1:00

Lunch

25X1A

1:00-2:00

Records Management Programs

[REDACTED]  
CIA Associate Records Management Officer; and, Deputy Chief, Information Systems Analysis Staff

25X1A

The Agency-wide records management programs, directed by the Information Systems Analysis Staff, involve a multi-phased process. [REDACTED] will acquaint you with these programs that include the creation, use, maintenance, disposition, disposal or preservation of records.

25X1A

2:15-3:00

Film: Printing for Intelligence

An inside look at CIA's own printing facility, this film shows the process of turning raw copy into finished publications.

25X1A

3:15-4:30

Tour: Archives and Records Centers

[REDACTED]  
Chief, Archives and Records Center

Members of the Archives and Records Center Staffs will give you a behind-the-scene view of some of the records management programs described by [REDACTED]

25X1A

4:30-6:30

Social Hour and Dinner

7:00-8:30

DIA Support to Overseas Operations

A panel of Senior DIA and DDO officers will explore the operational and administrative support to overseas stations provided by the Administration Directorate. This support, which ranges from management of overseas installations to communications, will be illustrated through a discussion of actual case studies.

Thursday, 23 September

SECURITY

The first three presentations today will focus on the challenging effort to maintain personal, physical, and technical security at home and abroad.

9:00-10:30

Security at Home and Abroad

Robert W. Cambino  
Director, Office  
of Security

The Director of the Office of Security will present a broad overview of his Office's extensive responsibilities. Of particular importance is Security's response to international developments, such as the threat of terrorism or assassination, which have had a serious impact on the Agency's working environment.

25X1A

10:45-11:45



12:00-1:00

1:00-2:00

25X1A 2:15-3:15 Physical and Mental Health [REDACTED] Chief, Professional Services, Office of Medical Services

25X1A The Office of Medical Services operates an extensive network of clinical, psychological, and psychiatric services at home and abroad. [REDACTED] will highlight various facets of this vital support to Agency people.

25X1A 3:30-4:30 The DDA's Management Advisory Group [REDACTED]

Since 1973, the Directorate's Management Advisory Group, better known as "ADMAG," has convened to study and make recommendations regarding problems affecting DIA plans and programs. This afternoon, our ADMAG representatives welcome an informal and open exchange of ideas regarding ADMAG's successes and/or failures to improve the Directorate's overall environment and professionalism.

4:30-6:30 Social Hour and Dinner [REDACTED]

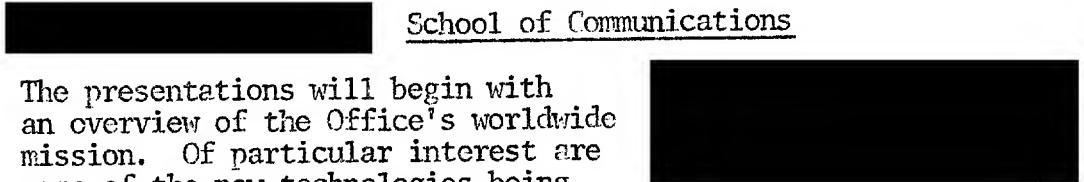
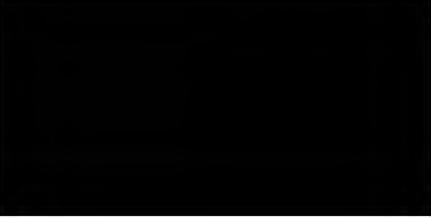
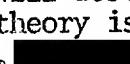
25X1A 7:00-8:30 Freedom of Information and Privacy Acts [REDACTED] Chief, Information and Privacy Staff

25X1A Both the Freedom of Information Act and the Privacy Act have had considerable impact on municipal, state, and federal government operations. Following a brief historical review of why the Acts were legislated, [REDACTED] will discuss the consequences for CIA. He will also explore some of the long-term problems for Agency working methods and procedures.

Friday, 24 September

COMMUNICATIONS

Through this entire morning, representatives of the Office of Communications will acquaint you with CIA's vast communications network.

25X1A	8:30-8:45		<u>School of Communications</u> 
25X1A	8:45-9:45		The presentations will begin with an overview of the Office's worldwide mission. Of particular interest are some of the new technologies being employed to meet the rising demand for vital communications during a period of declining resources.
25X1A	10:00-12:00		Following a brief description of the in-depth training in agent and staff communications that is conducted by the School, you will have the opportunity to tour this modern and technically advanced complex. You will also walk through the Laboratory where agent communications equipment is made.
25X1A	12:00-1:00		
25X1A	1:00-2:00		<u>Managing the DDA</u>
25X1A			Our final speaker will discuss the ways in which the eight separate offices of the DDA work together in the overall support effort. He will describe Management by Objectives as the theory is applied to the Directorate. In addition,  would like to discuss any questions about the DDA which are of particular interest or concern to you.
	2:00-2:30		<u>Final Administration and Course Evaluation</u>